DIGITALK

Digital's Rises In Fortune

Digital has taken number 27 place in the Fortune Industrial 500 list — a list published every year by *Fortune* magazine of the top 500 industrial companies in the US. The position takes us three places up from last year's published rating. It is the 16th consecutive year that Digital's standing has risen.

In *Fortune's* compilation of sales leaders for the 80s, Digital is number two. As the magazine pointed out, the decade's sales leader, ConAgra, expanded by "feverish aquisitions" whereas our average annual sales increases reflect strictly internal growth. From 1979 to 1989, our annual sales grew from just under $US2 billion to nearly $US13 billion. ∎

Partnership: Two Years On

Just over two years ago, in March 1988, Digital entered into a Partnership for Development agreement with the Australian Government. Through the agreement, Digital has committed to substantially increase both its exports from Australia, and research and development (R&D) work conducted in Australia.

The Partnership program has triggered major new investments in Australia, and has given existing activities a higher priority and an export focus.

Digits in the Manufacturing, Educational Services, Enterprise Integration Services, Networks and Communications and New Ventures groups have been working hard to get ambitious new programs up and running.

Now, two years on, Digital is seeing the results of its investments in the Australian information industry. These achievements are outlined on pages 8 and 9. ∎

Overview: Peter Seuffert

In this month's 'Overview', Regional Manufacturing Manager Peter Seuffert discusses SPR's development into a manufacturing and engineering subsidiary of the Corporation.

❝ Digital is making major new investments in the South Pacific Region which firmly establish the Subsidiary as a strategic arm of the company.

Ever since the first Digital office was opened in SPR 26 years ago, the Subsidiary has been a sales and marketing operation. During most of that time, we have been selling computer hardware and software which have been developed and manufactured overseas, and imported to Australia and New Zealand.

Now, just two years after Subsidiary Manager Frank Wroe and Senator John Button signed Digital's Partnership for Development agreement, we can say that this situation has been turned around to a large extent.

SPR is now an engineering and manufacturing Subsidiary of the Corporation. In addition to selling imported products, we are developing and manufacturing Australian hardware and software, and exporting them to the world. People are sitting up and taking notice of Digital in SPR.

Although the Partnership agreement is a requirement for doing business with the Government — as an alternative to Offsets — it is a mistake to think of it only in these terms. The agreement has benefits to the corporation the subsidiary and the country that go far beyond the Government business issue.

Digital's Partnership agreement was the incentive that "pulled the trigger" to establish new investment programs and give them an export focus. We have established the Networks and Communications (NaC) group, which is doing pure system software engineering for the Corporation.

The SPR Educational Services group has become the English language centre for staff training for the Pacific Rim. We are developing

hardware such as the MUXserver system in Australia and exporting it to the world. We are actively looking for — and finding — innovative Australian software applications that help sell Digital's solutions world-wide.

■ Hardware Manufacturing

We can now say that many of the programs have reached 'critical mass' and will continue independently of the Partnership agreement. They are or soon will be competitive in global terms, and thus self-funding. This situation is a direct result of our engaging only in activities which make good business sense.

Digital's business is essentially hardware, software and services. While our export-oriented investments include all of these, there is an emphasis on hardware manufacturing, for which I am responsible. Over half of our exports will be manufactured hardware and DECconnect products.

This is important because Australia's much-publicised trade deficit is essentially a manufacturing deficit. Australia has a trade surplus in mining and agriculture, but the trade

> We are exporting six hardware products already — three of them engineered in Australia — and the momentum is building quickly.

deficit of $A20 billion in manufactured goods drags the whole economy into deficit. An enhanced manufacturing capability is what Australia needs and what Digital is providing.

The bulk of our work over the past two years has been in infrastructure development. Starting from a very small base, we have been building Digital's Australian manufacturing organisation, and at the same time qualifying local vendors to supply hardware components such as circuit boards to our extremely high quality requirements.

Two years down the track, substantial exports are starting to flow. We are exporting six hardware products already — three of them engineered in Australia — and the momentum is building quickly.

We are working very closely with Australian companies to provide those manufactured exports. We are contracting much of the manufacturing work to local companies, transferring world-class technology to them, and helping these companies work through the issues involved in making products for global markets.

This assistance includes providing expert consultants, both from SPR and from Digital's manufacturing plants around the world; loan of equipment; providing staff training materials; and even helping them recruit the managers they need to run their operations at the quality and volume levels we require.

Once these local companies have developed their operations to world-class standards of quality and cost, they can go on to form linkages between themselves, with other multinationals and with overseas companies. This has a snowballing effect.

For example, our export program has helped an Australian company justify investment in a research and development (R&D) capability. This capability in turn was used by another company — totally unrelated to Digital — to engineer a major new product which is being manufactured in Australia and exported world-wide.

In another case, Digital's research grant to a Queensland university has led to software which gives an Adelaide company a competitive advantage in microchip design.

Digital doesn't get Partnership credit for those spin-off benefits, but in the end the exports they generate will probably exceed Digital's exports. The hope is that the country's industrial infrastructure will develop very quickly to a critical mass where it can go on to grow of its own accord, through linkages such these.

In the sort of infrastructure developing activities that will make this possible, Digital is leading the way, and with good reason: as a result of our major local investments, what is good for Australia is ❞ now also good for Digital. ■

Making the Most
Out of Our Mail

A company-wide mailing service is set to cut time and save money.

Sending out mail in its multitude of forms is something Digital is great at doing. We send out heaps.

What we haven't been good at, however, is updating the rather outdated way we go about it. Folding, inserting, sealing and stamping our outgoing mail, and then forwarding it to postal authorities, are activities that take time and cost money. Much of it is performed by third parties, the rest by temporary staff. Either way, the cost to Digital is considerable and the job satisfaction offered is, well, debatable.

These consequences of dated mailing processes were not lost on Richard Sicard (pictured), then Integrated Revenue Accounting Project Manager. Late in 1989, Richard raised a suggestion: automate our internal mailing system, at the cost of about $A80,000. Local management saw benefits in the idea, but it was rejected further up the ladder because it was felt SPR's Revenue Accounting couldn't sustain that level of investment.

"I always envisaged that the system would process not just invoices and credit notes from Revenue Accounting, but also Credit and Collection items like dunning letters and statements, mail-outs and flyers from Marketing, cheques from Accounts Payable, et cetera, et cetera," Richard says. "As a company-wide system, I felt there would be definite, tangible returns."

■ Working Smarter

Along came the "I Want To Contribute" program, announced in December by Subsidiary Manager Frank Wroe. It prompted Richard to re-design his proposal to reflect economies of scale, and submit his idea for an Inhouse Automated Mailing System housed and operated at Rhodes and using technologically advanced machinery to perform mundane mailing tasks: sorting, decolating, trimming, bursting (eliminating the edges of fan-fed computer paper), folding, inserting, weighing and franking.

Richard believes his system will lead to flow-on benefits, such as increased security of important Digital and customer information, and improved control and accuracy in mailing. He also feels it can significantly decrease Digital's dependency on outside vendors.

Richard's proposal is still undergoing extensive review and, if agreed to, could be implemented at the new Rhodes headquarters in Q1 (July-September) FY91, providing a major boon to Digital's Facility staff. If not, it's still — as Regional Operations Manager John

Brown says — "proof that there's a lot of creativity out there. Richard has showed a lot of commitment to streamlining what he saw to be an over-endowed process," John says.

Frank Wroe agrees: "Ideas like Richard's can help us be more efficient. I hope we can keep the ideas coming."

> **Richard's proposal is still undergoing extensive review and, if agreed to, could be implemented at the new Rhodes headquarters in Q1 FY91.**

Richard moved into the Regional Operations organisation in February to fulfil the roles of Quality Assurance Manager and Project Manager on projects associated with Order Management Architecture, or OMA. *Digitalk* will keep you posted on his proposal for an Internal Automated Mailing System at Rhodes.

If you have an idea that could simplify and improve our environment, systems or processes, please forward it to the 'COSTSAVERS' ALL-IN-1 account.

Your suggestion *can* make a difference. ■

Q3 Results Up 4%

For the third quarter (Jan/Feb/March) of 1990, Digital has reported total revenues of $US3,261,263,000 — up 4% from the $US3,125,767,000 for the comparable period a year ago. For the nine months of FY90, revenues were $US9,577,248,000, also up 4% from $US9,247,072,000 last year.

"Demand from overseas customers remains firms, particularly in Europe and Japan," comments President Ken Olsen. "Although the computer industry in general is facing an economic slowdown, we've been pleased by customer response to our new products.

"We've seen a good market response to Network Applications Support (NAS). We recently shipped our first VAX 9000 mainframe computer system and we are pleased with the level of customer interest in the VAX 9000 series. We also," Ken adds, "shipped our 10,000th VAX 6000 system, which has become Digital's fastest-selling VAX system ever."

Digital's ongoing R&D investments continue to yield significant results, as evidenced by several quarters introduced during the third quarter. We added fault-tolerant technology to the VAX family of computers with the introduction of the VAXft 3000 system, further expanding the Company's presence in the transaction processing market.

We also continued to demonstrate our commitment to the UNIX-RISC market during the quarter. RISC-based open systems offerings were enhanced with new desktop servers and the DECstation 5000 system, the industry's highest-performing 3D desktop workstation. Our ULTRIX operating system was also improved, adding distributing computing capabilities, symmetric multiprocessing features, integration capabilities under NAS, and better compiler technology for software development. ■

Lines of Business: A Memo From Ken Olsen

" We have restated our commitment to run the company as a number of independent business units.

These business units will have clear responsibility to plan, propose and run their separate business. They will plan every detail. They will operate with a simple profit-and-loss statement, and will be responsible for pricing. Some of these lines of business will be applications groups; others will be services groups. Each will concentrate on satisfying the customer needs in the market for which they are responsible.

Specific sets of customers, products, applications and selling strategies that address specific markets can be identified and organised as lines of business. There are a number of businesses that can be planned and managed this way. Basically, the applications groups will be organised to operate as lines of business, as will the businesses that have already been established in the CS organisation.

Three new lines of business are also being created now — Telecommunications, Small Business, and RISC/UNIX Workstations/Servers. Details are still being worked out, but we expect that there will be a total of 20 to 30 such groups. These businesses will develop plans that reflect how our customers buy our products and services, now and in the future.

Each line of business will be responsible for developing the plan for the company that maximises profitable market share for its business. Each plan must reflect its dependence on other lines of business and on other organisations within Digital. Each plan must also reflect commitment from other groups which are necessary to the success of the plan.

Major Opportunities

The RISC/UNIX workstations area is one of the fastest growing in the industry. To insure our success as a major player in this area a workstations business group has been formed under Dom LaCava's leadership.

This group will include the key resources necessary to win, such as hardware engineering, UNIX software engineering and marketing, as well as sales and service groups. The detailed plan will be announced soon. This line of business will be a major organisation in the company, with the proper focus, resources, motivation and investments to ensure our success in this critical market for Digital.

Small and mid-sized companies with less than 1000 employees spend over $US40 billion each year on information systems and services. Gary Eichhorn will manage a line of business to capitalise on this major growth opportunity. The General Systems Line of Business will develop an engineering, marketing, sales and service plan to address this world-wide market.

One of the fastest growing world-wide markets is telecommunications, including all of the world's telephone companies, the companies that provide equipment to the industry and the corporations who build their own private networks.

This global business, which has already been announced, is headquartered in Valbonne, France. The enormous potential in this field will provide significant opportunities for Digital in every country around the world.

Management Principles

At a recent meeting, Ken Olsen and other senior managers formulated the following management principles, which are to be followed by the company.

Responsibility: Anyone who proposes a plan or accepts responsibility for an activity takes on the obligation to make it work and to complete it.

This includes planning and securing commitments for the efforts of other organisations on which the plan depends. Only a formal, justified request to be relieved of the responsibility is reason to terminate it.

Excuses such as, "I couldn't get the other parties to co-operate," or "Ken Olsen didn't seem to be showing due interest," do not relieve one of responsibility.

People are normally expected to participate in decisions that affect areas of their responsibility. That does not mean that they have a right to participate in everybody else's decisions. Normally, projects, businesses, and lines of business are proposed by the people who will do them, and, in fact, "They who propose will

do." Approvals are formally made by the Executive Committee and/or the Board of Directors.

Doing what's right: Everyone is expected to do what is right. However, that does not mean that one has an individual choice whether to co-operate in a product, project or company business.

When the Board of Directors or the Executive Committee approves a business plan, this action commits all functions that are involved in that business plan. The functions do not have to be "talked into it" or "politicked" to do the job to which the Executive Committee or the Board of Directors committed them.

One always has the opportunity and, indeed, the obligation to raise doubts about the wisdom or correctness of a plan or project. But everyone's task is to do his or her part of an agreed-upon, committed corporate plan. ■

Clear Responsibilities

In the past, organisations within Digital had overlapping goals, measurements and responsibilities. Many different parts of the company thought they ran the business and built an infrastructure to help them do so. We can't afford to operate that way.

We're going to get much clearer and simpler in our metrics. We want to identify clear lines of responsibility for the management of each organisation within Digital.

People will be held accountable and measured on the business for which they are responsible and over which they have direct control. Focusing responsibility will allow us to eliminate redundancies and streamline the organisation.

Over the next few months we're going to end up with better defined work, clearer responsibility for work, and more appropriate metrics for work. The new lines of business are an important step in that direction. ■ "

Industrial Showcase Opens in Melbourne
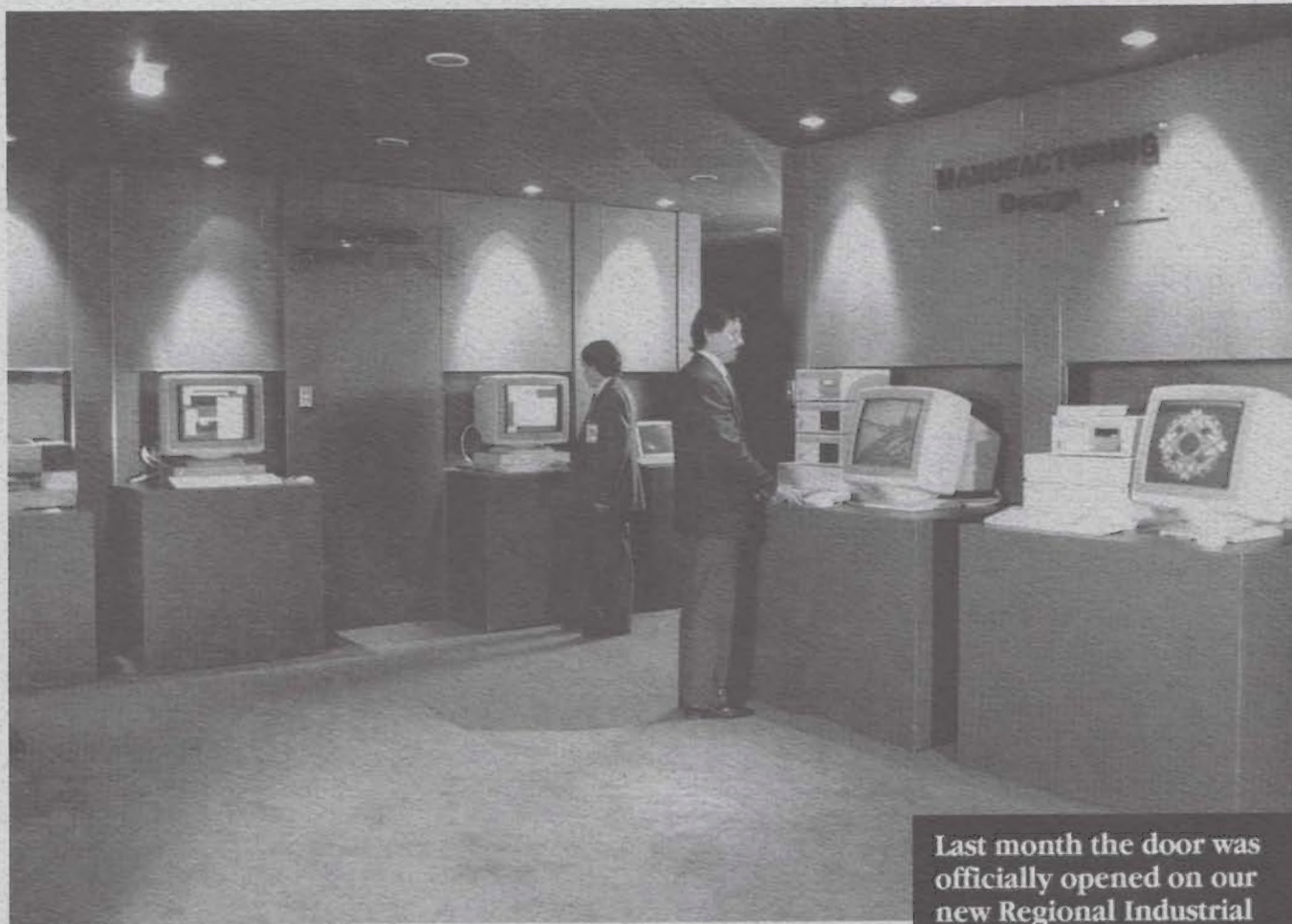
Last month the door was officially opened on our new Regional Industrial Demonstration Centre (RIDC) — a million dollar solutions showcase for the manufacturing industry.

The RIDC is the 40th Application Centre for Technology (ACT) to be opened in the world, part of Digital's unique concept of establishing centres of expertise in specific industries.

Located at our Box Hill, Melbourne, office (MEO), the establishment of the RIDC ACT marks our commitment to the manufacturing sector.

While we have been a supplier of technology solutions to the manufacturing industry for some time, the establishment of the Centre provides a cohesive, and 'live' display of our products and technologies. It also allows us to to provide immediate and individual assistance with planning and designing a solution for the manufacturing business as well as implementing it.

At the opening Digital's strategy for Computer Integrated Manufacturing in the process industries, known as PROCIM, was announced. PROCIM is implemented through a suite of applications developed especially and specifically to meet the needs of process manufacturing.

Speaking at the RIDC opening, Subsidiary Manager Frank Wroe said, "Digital is committed to the Australian manufacturing industry, not only as a supplier of technology, but also as an exporter of locally manufactured goods.

"Manufacturing is a key industry for Australia's future and vitally important for employment growth and to add value to our natural resources to help turn around the balance of payments and foreign debt problems." ∎

RIDC MANAGER Neil Bannister (left) and Regional SI Manager Rustom Kanga.

◀ THE NATIONAL CONVENTION Centre in Canberra will be the site for our DECWORLD event.

DECWORLD '90 DOWNUNDER

The SPR event for DECWORLD '90 is destined to take its place in history as the largest single vendor event ever held in the South Pacific.

To be held at the National Convention Centre in Canberra from August 15 to August 17, the event will show how Digital can provide all aspects of the networked enterprise of the 90s.

Our objectives are: to launch our Digital Named Account (DNA) philosophy; to impress, motivate, educate; to provide solutions; and, of course, to close business.

It's estimated that the event will be seen by some 3500 people, including CSO and CMP staff, customers and prospects from Australia, New Zealand and South East Asia and some 100 Decus delegates in town to attend the Decus Symposium set for the following week.

FY91 kick-off meetings will be held prior to the event for Sales, EIS, Marketing and CS Digits and a Sales Training Day will allow the entire Salesforce to see the exhibition.

The visitors will be able to view 'working' demonstrations of our applications, including a hi-tech post office, a live network control centre and a 'try to fault the ftVAX' session.

The DECWORLD '90 event is a giant team-building exercise for SPR, involving many Digits across the Region. Responsible for the overall co-ordination of the planning and logistics of the event is Regional Technology Consultant Max Burnet. Max's project team is made up by:

— Hazel Broadbent: Administration
— Keith Osborne: Marketing Messages
— Thomas Bromberg: Event Operations

— Arun Sanghvi: Audience Operations
— Patrick O'Halloran: Promotion Printing
— Mark Kingaby: Sales Training

This is the first time in the history of DECWORLD that local exhibitions have been organised world-wide, providing the greatest access to the greatest number of customers and prospective customers. These individual events allow the Regions to demonstrate the Digital solutions specific to local needs and requirements.

In the planning, development and production of DECWORLD in SPR, we will be working as a united team to provide the ultimate showcase for our technology, our products and our people. ■

10,000th VAX Sold

Less than two years since its release, the 10,000th VAX 6000 system has been sold, making it Digital's fastest selling VAX ever on a dollar basis, with over 350,000 VAX systems sold in total.

The Sequor Group in New York, the processing company of Security Pacific was recipient of the 10,000th VAX 6000 system. The Group uses VAX systems to provide high-volume fixed-income securities clearing, settlement, and financing. The unique VAX 6000 platform strategy has allowed the Group to buy symmetric multiprocessing today, with easy growth capabilities for tomorrow. Digital's VAX systems continue to provide successful companies like Sequor with the world's best networked computing systems. ■
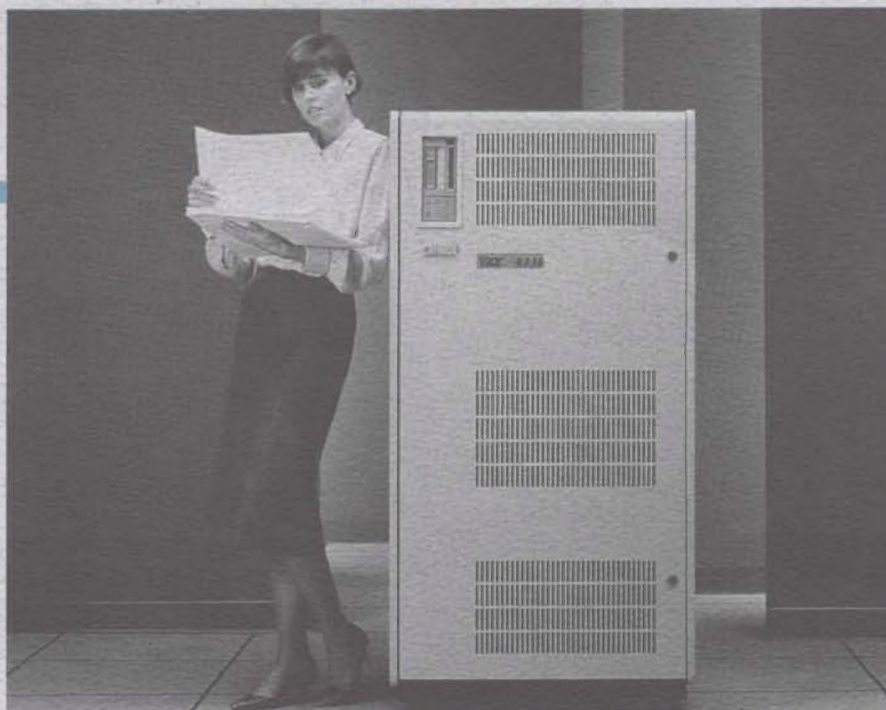
Digital's Mobile Technology

In SPR, the mobile phone industry is booming, and, as a major supplier to telecommunications customers in both Australia and New Zealand, Digital has a big role to play.

In New Zealand the mobile phone market has been deregulated, so that anyone can provide the service if they have enough money for the investment in equipment — typically millions of dollars.

In Australia, however, Telecom has a monopoly on the provision of mobile phones. Australians have taken to mobile phones in unprecedented numbers, to the point where 33,000 units are scattered across NSW alone, with a further 50,000 nationally. The system is beginning to groan under the weight of electronic traffic.

Telecom claims that at a rate of 120% increase in users per annum, cellular communications is growing faster here than Europe, Scandinavia, Japan or the US.

Europe is about to introduce a new version of cellular telecommunications technology (CT) which will allow for the saturation of cities and the countryside with transmission units, known as cells. The greater the number of these cells, the more traffic can use the system.

Telecom in Australia is experimenting with this technology, and though we may not see it in use for a couple of years, there is an increasing need for computerised management support for mobile phone technology — in managing the transmission frequency allocation, the billing and generally monitoring the amount of traffic using each cell.

■ Mobile in Europe

Last month it was announced that we have been selected by Telecom's parallel in West Germany, Deutsche Telepost Consulting GmbH, to supply operational support systems for a pan-European digital cellular telecommunications network.

It is an important contract for us for a number of reasons. Firstly, as a prelude to the 1992 accord, the project is an essential technical step toward an integrated European telecommunications infrastructure. Our involvement is an opportunity to play a major role in the vision of a unified Europe.

Secondly, with the contract valued at some $US100 million and an expected two million users of the service over the next decade, we have established ourselves as a leading supplier in the exciting cellular phone technology market.

The European system will help to overcome many of the intercountry technical problems now faced by new telecommunications services. For example, the new system will enable cellular phone

customers to use only one mobile phone number throughout Europe instead of the variety of exchanges and numbers they must now use whenever a national border is crossed.

Digital will supply the billing and information management software for this project.

Other new telecommunications technologies emerging in Europe provide the potential for changes in the rapidly-growing mobile phone industry here.

This, coupled with the fact that the

Government has recently decided to tender for a competitior to Telecom in the mobile phone market, provides Digital with huge opportunities in the telecommunications industry. Because of our flexible technology we are well equipped to provide the necessary support, as we will now be doing in Europe.

As the demand for mobile telephones is spurring the introduction of new technologies both here and around the world, Digital is establishing its ability to provide flexible solutions. ■

May in Digital's History

1969:	Digital stock splits three for one on New York Stock Exchange.
1977:	New manufacturing plants open in Kaufbeuren, West Germany, and Augusta, Maine.
1978:	VT100 announced. New engineering facility opens in Tewksbury, Massachusetts.
1982:	Introduction of a complete range of personal computers — Professional 325 and 350, Rainbow 100 and DECmate II. Digital ranks 137th in total sales in *Fortune* magazines's annual directory of the largest industrial corporations in the US.
1983:	NSW Department of Health signs major contract. Digital donates its largest single gift, $US25 million, to Project Athena, a joint experimental program with the Massachusetts Institute of Technology and IBM.
1985:	MicroVAX II is launched. SPR's first VAX 8600 is sold. Digital wins bid to supply word processing systems to Australia's Parliament. Introduction of VAXstation II, a high-performance graphics workstation.
1986:	EASYnet reaches 10,000 node mark world-wide. Brisbane Branch office (BBO) moves to new location at 61-69 Coronation Drive.
1987:	Number of EASYnet nodes world-wide reaches 15,000 mark. Wollongong office (WGO), at new offices in Victoria Street, becomes a Branch office.
1988:	Digital and six other leading computer companies announce formation of the Open Software Foundation, intended to develop and provide an open software environment. ■

Digital is making major new investments in Australia. In addition to being a sales and marketing subsidiary, SPR is now the home of strategic corporate research, product development, and manufacturing operations. The following is a brief summary of these activities.

External Research

As part of the world-wide External Research Program, Digital is awarding research grants to Australian universities to further a number of leading-edge research projects. These include:

- *University of Queensland:* The development of new software to speed the design of very large scale integrated circuits.
- *Queensland University of Technology:* Porting of the Gardens Modula 2 compiler to the ULTRIX operating system.
- *Bond University:* Digital has sponsored the migration of the Project Athena networking environment from the Massachusetts

Institute of Technology (MIT) to Bond University.

Project Athena has yielded the X Windows System (the underlying technology for the DECwindows desktop environment), as well as features in the recently released ULTRIX Version 4.0.

Digital is also sponsoring the conversion and upgrade of the S statistical package to VAXstation and DECstation workstations at Bond University.

- *University of New England:* Computer-based research into cognitive learning. Researchers are studying the way different people process information, and looking for ways to take advantage of this new knowledge in the educational process.

Software Exports

Digital is providing Australian software companies with the opportunity to market their products world-wide through Digital's marketing channels. To this end, Digital has provided assistance to a number of software companies in the form of hardware, software, technical support and funding:

- *Options Technology:* Options trading risk management software
- *Managed Funds Software:* Trust administration software
- *Netmap International:* Management software
- *Qikdraw Systems:* Computer Aided Design software
- *Squire computers:* 'C' source code applications generator
- *NPR Systems Pty Limited:* Systems management software
- *Computer Management Centre:* Insurance brokerage software

Corporate Product Development

Hardware

The Enterprise Integration Centre (EIC), headed by Regional EIC Manager John Green, is designing hardware which is manufactured in Australia and exported world-wide. One year ago exports began of the first hardware product designed and manufactured in Australia. Sales of the MUXserver 300/DECmux 300 Remote Terminal Server have already exceeded expectations, particularly in the USA.

Following on from the MUXserver 300/DECmux 300 Remote Terminal Server, Digital in Australia recently started exporting the MUXserver 310 system, a low cost option for the MUXserver 300 system.

Systems Software

The Networks and Communications (NaC) engineering group, headed by Regional ngineering Manager Bob Starkey, has the corporate charter to develop all wide area networking software for the ULTRIX operating system. This is a major corporate engineering group working in areas toward which the market is headed: open systems and networking.

The NaC group will soon move from Lane Cove (SNA) to a brand new facility on the Gold Coast in Queensland.

Manufacturing

The most significant investment Digital is making in Australia is in the area of manufacturing. The Manufacturing group, located at SNA and led by Regional

PROFESSOR DON FITZGERALD of the University of New England and his subject.

AMSKAN AND DIGITAL have signed an agreement to cooperatively exploit Amskan's automatic electronic identification technology.

THE AUSTRALIAN MANUFACTURING Group recently received accreditation to Standards Australia's Standard AS 3902.

Manufacturing Manager Peter Seuffert, will generate over $A50 million per year in Australian exports.

In mid 1989 Digital received the corporate charter to manufacture a number of networks and communications products in Australia for export to the Pacific Rim. Digital is already manufacturing three of these products in Australia and exporting them.

Digital is contracting much of its manufacturing to local companies: transferring skills and technology, providing consultancy and qualifying them to Digital's world-wide quality standards. Some of these companies include:

- *Delen Corporation:* Printed circuit boards
- *General Power Controls:* Electronic modules
- *Weldun Engineering:* Computer monitor arms
- *MM Cables:* Copper and fibre optic cable
- *GE Plastics:* Engineering plastic moulding compounds
- *Emcorp Distributors:* Distribution of DECconnect and other networking hardware.

Educational Services

The award-winning SPR Edu Services group, under the leadership of Regional Educational

THROUGH COLLABORATION with Digital, TAFE has released an interactive videodisk to raise the awareness of the computer industry. ▶

Services Manager John Baker, is the centre for all English-language internal training for the Asia-Pacific area. In addition, the SPR Edu Services group has been given the charter to provide all internal large systems training for the area.

Digital's Edu Services group has collaborated with the NSW Department of Technical and Further Education (TAFE) on the development of an interactive videodisk aimed at informing potential computer students about careers in the information industry. In addition to its educational value, the videodisk will result in exports when it is sold overseas.

New Technologies

There are a number of Australian companies which are developing leading-edge products in new technology areas, to which Digital's assistance in world-wide marketing can be applied.

To this end, Digital has appointed Russell Holmes as marketing manager in the area of new technology and has identified three areas in which Australian companies can have a global competitive advantage. These areas are: Electronic Data Interchange (EDI); Imaging; and Automatic Electronic Identification (AEI).

In the area of AEI, Digital has formed an R&D agreement with Melbourne-based company Amskan Ltd to develop and market Amskan's Bartag technology. The world-wide market for this technology is expected to grow to $A2 billion per year. ■

KEITH OSBORNE, who has been host-managing the Marketing Industry portfolio for the past nine months, will now permanently manage both the major components of marketing, namely Industry and Product focuses.

CAROLYN BENNETT has been appointed to the position of SPR DECUS Chapter Manager. Carolyn has been with Digital and DECUS since 1984, providing her with a great foundation of knowledge and experience.

LAURA STARRATT has joined the DECdirect team as Telemarketing Supervisor. Laura has had prior experience with Digital when in 1988 she worked as a Consulting Services Sales Specialist for the Sydney Sales district. ■

Career Milestones

DAVID MAWSON JOINED DIGITAL in June ▲ 1970, moving over from the newspaper industry to assist the industry in implementing Digital's turn-key solutions into their production processes.

Several software-related positions later Dave went to the US for a three-year stint as a Principal Software Specialist with the Central Engineering group, leading a team providing world support for newspaper solutions. During that time he was also involved in the development of embedded closed-loop servo positioning disks and the floppy disk structures for the PDP-8J (now known as the DECmate).

David returned to Australia to Sales looking after Media Industries and then moved to Software Marketing. He is now the Manager of the Computer Management Group at SNH,

where Customer's computers are managed on Digital's premises for performance and security.

President Ken Olsen has often remarked that Digital not only has the best products and the best technology, but the best people. Next month some of the best will celebrate service anniversaries with the company. Congratulations to them all.

Twenty-Year Recipient
David Mawson, SNH SWS

Fifteen-Year Recipients
Colin Amos, STL CS
Jan Cherkowski, SNL SB
Adrian Beauregard, STL CS

Ten-Year Recipients
Doug Rickard, BBO SWS
Graeme Taylor, TZO CS
Steve Ricketts, WEO CS
Robert Porter, SNO Marketing
John Willis, CCO CS
Graeme Dobson, SNO FA

Five-Year Recipients
Brian Sumner, STL CS
Sanjiv Mahajan, SNS CS
Irene Cooper, SNO FA
Caroline Rout, NZO CS
Stacey Kessel, NZO FA
Richard Courtman, WPO SWS
Barry Kay, FJI SWS
Carole Klosowski, SNO FA
Alice Ferrao, ADO Sales ■

Welcome Aboard

Jim Peach, Sales Executive, SNM
Julie-Ann Langford, Secretary, SNM
Sylvie Neufsel, Customer Response Representative, STL
Andrew Meier, Sales Representative, MEO
Charmaine Ning, Customer Response Representative, STL
Andrew Rallings, TSC Support Specialist, STL
■

World Update

Our next major release of ULTRIX software - Digital's implementation of the UNIX operating system — will be based on the Open Software Foundation's OSF/1 operating system. ULTRIX Version 4.0 was announced on 3 April 1990 and the next version is targeted for 1991.

According to Senior Vice Presiden of Operations Jack Smith, "Announcement of Digital's strong, continuing commitment to OSF should be no surprise. Digital has moved aggressively to support and implement OSF's breakthrough technology on Digital platforms, and we will move the ULTRIX environment to an OSF/1 base.

As further evidence of its continuing commitment to the Open Software Foundation, we also announced that we are providing additional funding for OSF. "

President Ken Olsen was last month inducted into the American National Inventors Hall of Fame for developing techniques essential to the modern minicomputer and for the founding of Digital. Ken's name joins other notable entrepreneurs and inventors like Dr Robert Ledley who invented the diagnostic X-ray machine.

Value-added reseller ESCA Corporation will install a trio of VAX 9000 Model 210 mainframes as the heart of an energy-management system for Virginia Power and Electric Company.

ESCA Corporation, based in Bellevue, Washington in the US, is world-wide integrator and developer of computer software for real-time monitoring and control of large energy-management systems. Virginia Power, based in Richmond, Virginia, serves over 1.7 million customers and is the 11th largest electric utility in the US.

Two of the VAX 9000 systems will handle the primary applications — supervisory control and data acquisition (SCADA), power generation control and scheduling, and network analysis — and provide hot backup for each other. The third VAX 9000 will provide operator training simulation. ESCA will link Virginia Power's VAX 9000-based system to Model 3520 high-resolution VAXstation systems.

Following the February announcement of our first direct investment in Eastern Europe with the establishment of a joint venture company in Hungary, Digital has now announced the formation of an operations centre in West Berlin to prepare for the opportunities created by a unified German marketplace.

The newly created operations centre, located in West Berlin, will be under the management of Digital Equipment GmbH, Digital's West German subsidiary. Heribert Stiegler will manage the centre, which will begin by offering consulting services and support to current Digital customers, both resellers and end users, in support of their plans for a unified German market.

Through the efforts of two US Digital groups, fewer chlorofluorcarbons (CFCs) will be emitted into the atmosphere.

Members of the Manufacturing Process and Materials Engineering Group in Tewksbury and the Augusta plant Process Development Organisation have created a CFC alternative technology.

CFCs are the man-made chemicals that destroy the earth's protective ozone layer. The two groups developed an aqueous cleaning process technology that replaces CFC use in cleaning surface mount modules. Aqueous cleaning is the generic term for a water-based cleaning process for the manufacture of surface mount printed circuit boards.

The alternative process, soon to be patented, won the two teams recognition by the Executive Committee. They were presented the Digital Environmental Excellence Award at ceremonies held recently at the Mill.

Digital also made the decision to give this technology freely to the Industry Co-operative Ozone Layer Protection (ICOLP), a joint venture between the US Environmental Protection Agency and several electronics companies with the intent of sharing information and technology for the world wide reduction of CFC usage in the electronics industry.

In Digital's case, CFCs are used primarily as a solvent in the manufacture of surface mount modules, semiconductor products, circuit boards and storage systems. ∎

Digital's Products Now

THE DECstation 5000 MODEL 200 is now the industry's highest performing 3D desktop workstation. It is Digital's most powerful RISC-based workstation, designed for compute-intensive 3D and 2D graphics applications such as electronic and mechanical design, molecular modelling, 3D modelling and animation.

THE DECsystem 5000 MODEL 200 tabletop server makes the power of the new workstation family architecture available for use in networks.

Digital's three-processor DECsystem 5830 and four-processor DECsystem 5840 join the DECsystem 5810 and 5820 computers as the most expandable, large-system members of Digital's DECsystem family. ∎

WPO SUM MIKE SHADE sent us this slightly modified issue of DECWORLD magazine.

The mag was sitting on a bookshelf near the training room and became the focus of attention for a customer waiting to start a course.

★ ★ ★

Richard Sicard's proposal for an Internal Automated Mailing System at Rhodes *(see page 3)* was sent to Frank Wroe's office only minutes after Frank announced the "I Want to Contribute" program to all ALL-IN-1 users on the network. Now *that's* timing!

★ ★ ★

A recent thank you EM to Corporate Communications' resident program paragon Hazel Broadbent is food for thought. Not only did a visiting Canadian Marketing Manager proffer the customary "I certainly enjoyed the time in Australia" and "you are to be congratulated on your ability", but got a bit treacly with "I'm sorry I didn't get to say goodbye to you". What struck our attention was the EM's *p.s.* which read: "Call on me if you can use me again."

★ ★ ★

A late-breaking change to a small story illustrates why the life of editors can be a nervous, stressed-out one! A moment before the point-of-no-return in the production of the current issue of *Digital News*, SPR's customer magazine, a story about our worldwide internal computer network EASYnet needed to be updated when the grand total of nodes rose in one fell swoop from 46,000 to 50,000 nodes.

Okay, so *everyone* has to cop change and this one was done without added expense. Later, when the magazine was being printed, however, SPR's Regional Telecommunications Manager Alan Mason pointed out that the total had grown yet again: to 51,124 nodes!

In the interest of cost and given the speed at which EASYnet keeps propagating, it was decided that the one change to *Digital News* was enough. We'll keep you posted on the ever-changing tally of the largest non-military network on planet Earth...more (or less) as it happens.
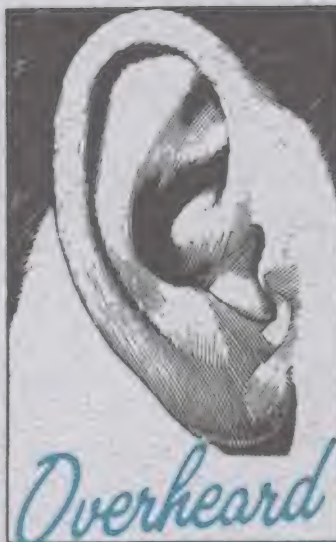
The Industrial Resource Centre (IRC) in Box Hill, Melbourne is celebrating the arrival of one Jeffrey Robinson, born on March 27 at 1.45am and weighing 3.86kg.

Jeffrey's arrival is special to the group because his dad is IRC SWS Specialist Frank Robinson. Of course, Jeffrey's mum Jean and his older brother, three-year old Nicholas, are very pleased about little Jeffrey too! Congratulations to all.

🧒 🧒 🧒

The Canberra office (CAO) is also rejoicing the birth of a little Digit — Rebecca Louise Ephraum. The first child for Sales Secretary Louis Ephraums and her husband Patrick, Rebecca was born at 10.50 on the night of April 3, weighing in at 3.18kg. All the best to the new family.

★ ★ ★

For the record, we have five solo, or one-person, offices in Australia: Albury (UWO), Bendigo (SDB), Cairns (CAS), Orange (ORG) and Rockhampton (RWO). Launceston (LAO) is twice their size, with two Digits holding the fort.

★ ★ ★

CAO CS Engineer Mark Southwell brought to our attention the fact that in the last issue of *Digitalk* in 'March in Digital's History' we wrongly stated that CAO was opened at Turner Drive, Barry. In fact, CAO is situated on Barry Drive in Turner. Sorry 'bout that folks!

★ ★ ★

What Melbourne Digit went to a customer site meeting, then onto lunch with Vic Roads, got a lift back to the office with fellow Digit and then realised once in the carpark at 5.30pm that the said Digit drove his own car to Vic Roads' meeting? He was last seen making a hasty exit with CS Account Specialist Paula Davey!

★ ★ ★

WITH CHARACTERISTIC RESOLVE, NICK RAMENSKY has risen above not unconsiderable health worries and ended a nine-month hiatus to return to SNO's twelfth floor. Coming back on the active list as Manager of External Research, he is responsible for guiding Australia's research community and Digital together under the auspices of the External Research Program.

"What that means," Nick says, "is finding organisations, such as universities and laboratories, who are doing research of potential interest to Digital. Then, if they too are interested, getting them to propose a 'deliverable' to Digital.

"That proposal would next go before a Digital board and, if successful, the research body could receive a very substantial discount on equipment and software which they purchase."

What's uncharacteristic is the low profile Nick's kept since taking on his new role. "For a start," he grins, "the low profile has been forced on me — I am at work only half time. But, give me a year or so and ask me about my profile then!"

Then a more serious expression crossed his face. "You know Stephen," Nick said quietly, "it's easy to talk, sitting here, of profiles. Strictly speaking, I'm lucky to have a profile here at all.

"And one of the things I will always remember is the tremendous amount of genuine, human warmth that came, unexpectedly, from all corners of the world and literally buoyed me up at a time when I most needed it.

"Digital is a great company," was Nick's concluding remark.

★ ★ ★

Two of our most recently opened Australian locations are growing by leaps and bounds: Sydney's O'Connell Street (SNM) is now the country's eighth most populated office with 80 employees. An even newer office — Melbourne downtown, or MEA —already houses 54 Digits. SNM opened its doors in January 1986 and MEA opened only last August.

★ ★ ★

Still more trivia: When fully occupied, our new Rhodes Headquarters will be home to 800 Digits, two and a half times the current population of Chatswood Tower.

★ ★ ★

The following story was published in the February issue of *ETI* magazine.

Entitled, 'Byting the Dust: A Story With a Moral', it is a true story that occurred some two years ago to WGO CS Engineer Paul Stewart. The article was written by Krystyna Cooper, wife of ex-WGO, now WPO, CS Engineer Stephen Cooper.

It was a case of the lights being on but no-one being home for Mark, the new field service engineer of a well-known computer company, the day Illawarra County Council (ICC) at Wollongong logged a call on its laser printer. This computer company was highly regarded in the industry for its prompt call-handling, and today was no exeception.

The laser printer, a Ricco made DEC LN03, has a development drawer with a toner hopper where blockages are sometimes known to occur, causing blank sections to appear on the page.

The method commonly used to rectify this problem is to vacuum out the toner hopper and then refill with toner. A special vacuum cleaner is needed — one which holds a certain type of filter bag designed to trap the very fine, jet-black toner dust particles.

Mark proceeded to remove the toner from the internals, using a spanking new vacuum. He marvelled at the incredible suction generated by the vacuum and knew that at the rate he was going, he'd be finished at ICC within the half-hour.

Fait accompli, Mark turned around to unplug the vacuum and, to his absolute horror, found the entire room — walls, carpet, desks and chairs, all newly refurbished — caked with thick black soot!

He immediately assessed the situation and surmised that all the toner which had been sucked up by the vacuum cleaner had spewed straight out the exhaust end. He then discovered the new vacuum had been despatched without a filter bag!

Well, Mark just wanted to dig the biggest hole he possible could and bury himself in it — know the feeling?

Reluctantly, he approached the DP manager, bravely smiled, and blurted out, "I think you have a real problem here."

Mark spent the rest of the day cleaning ... and cleaning ... and cleaning. As you can imagine, it was an exercise in futility. Professional cleaners had to be called in; even they couldn't lift the toner.

So, all you FS engineers out there, next time you're about to clean a toner hopper, first check your vacuum cleaner for a filter bag — otherwise you, too, may end up 'byting' the dust. ■

* WGO CS Secretary Walli Puth tells us that at the time, she went to ICC to help Paul out, armed with Solvol. Her efforts were also to no avail, and Walli reports that the previously white offices of ICC are even now a distinct off-white!

Time for a Change

The advent of a new decade spurred the Sydney Social Club on recently when they decided it was time for a new image.

The Committee commissioned The Graphic Edge graphic designers to come up with a new logo for the Club that could be used across a variety of different mediums: newsletters, posters or on club sponsored T-shirts worn in sporting events such as the City to Surf fun run.

The artist came up with a bright and colourful design that the Committee feels will appeal to a wide range of members and portrays the idea of "having fun."

To celebrate its debut, the new design will soon appear on a sweatshirt especially made for Digital Social Club members. Members will be able to take advantage of this limited offer and purchase the shirts from the Club at a specially subsidised price of \$A24.00 each.

The sweatshirts are made in Australia using quality fabric, and feature a ropeneck with a small vee opening, so called because a draw cord is inserted through the collar instead of the standard rib neck. They are available in two colours — red or navy blue — with the Social Club logo printed on the upper-left front of the shirt.

Sizes: · Small (90cm), Medium (95cm), Large (100cm), X-Large (105cm), XX-Large (110cm).

Cost: \$24.00 for members *(Please note, there's a limit of two per person at this price!);* \$30.00 for non-members. DON'T MISS OUT! Place your order now by completing the details on the order form below. ■

Colour		Size & Order Quantity				
Red		Small	Medium	Large	X-Large	XX-Large
Order Quantity						
Navy Blue		· Small	Medium	Large	X-Large	XX-Large
Order Quantity						

Member's Name: _____

Badge Number: _____

Amount: \$ _____

Method of Payment: ☐ Cheque ☐ Bankcard ☐ MasterCard ☐

Bankcard/MasterCard Details

Card No: _____ Expiry Date: _____

Card Owner's Name: _____

Signature: _____

Don't Forget! Return your orders by 8th June, 1990.

NOTE: Make cheques payable to "Digital Social Club — Sydney". Send completed form and payment to Social Club Mailbag SNO 1/1. Allow six weeks for delivery. ■

That's What We Say

As well as the many letters of appreciation from customers (*see opposite*) that come to *Digitalk's* attention, are the internal memos, where colleagues take the time to let each other know what a good job was done. We take a look at some of those internal pats on the back.

Patrick Cataldo, (pictured) Corporate Vice President of Edu Services, received the March issue of *Digitalk* and was very pleased to read the tribute to the accomplishments of Regional Export Administration Manager Patrick West.

He wrote:

"As Patrick's hiring manager, it is hard to believe that it was fifteen years ago when Patrick joined the GIA Edu Services team. We were truly impressed with his dedication, attention to detail, and focus on quality as it related to the building of our educational and training organisation for Australia and New Zealand.

"On behalf of the Educational Services organisation, we would like to extend our appreciation for Patrick's contribution to Digital and wish him well as he approaches his retirement in October. He will have achieved considerable success during his career and will always be remembered. I personally will look forward to extending my best wishes to Patrick and his family."

■ Ben Does the Right Thing For Digital

Senior Edu Instructor Ben Burke has been getting rave reviews lately for his efforts in assisting a major tender.

The Brisbane office (BBO) has been working on a tender for almost two years for Mack Trucks Australia Limited. They had reached the stage of being given the status of preferred supplier with one stipulation — that claims they had made regarding performance could be proven. Peter Driutti, BBO Sales Representative responsible for the account, takes up the story:

"In order to do this we had to find a machine configuration that was identical to the one proposed to Mack Trucks. The only place this existed was at the CS Training facility at St. Leonards. Ben Burke was made responsible for co-ordinating the machine resources and assisting us to set up the system for the performance tests.

"Ben, as a senior instructor, has commitments to provide education and training," says Peter. "But his dedication to 'doing the right thing for Digital' meant that he worked around his job commitments and took on the extra load to assist us as well.

"This involved many long days and in some cases the weekends. Without Ben's dedication and professional attitude to ensure the job was done well we wouldn't have managed to make the impression we did with the prospect. We made so many demands on Ben's time and not once did he refuse us help."

Simon Ward, BBO Principal SWS Specialist who worked on the tender with Peter says, "This is a significant prospect for the Brisbane branch and so we've had to respond quickly to any demands. Without Ben's timely assistance in carrying out our requirements, our job and the perception of Digital by the customer, would not have been as professional."

Simon continues, "Not only have Ben's efforts greatly assisted us, but the added value he provided with his first class technical knowledge in meeting the ever changing nature of the benchmark process, ensured its successful outcome."

According to both Peter and Simon, the end result is that we are now in a strong position to provide a long-time IBM customer with a significant VAXcluster. Good work all round!

■ A Direct Thank You

Telephone Sales Representative at SNL, Brent Kingston, has expressed his appreciation at the "excellent" assistance given by MEO SWS Specialist Luigi Mantuano.

According to Brent, "DECdirect is getting more and more technical, non-sales questions these days, and David Knox and I really appreciate the time that Luigi willingly gives us.

■ Twin Win

Thank you memos have been crossing the system for the donation project put together by Health Marketing Manager Ian Colclough, Melbourne University Account Manager Heather Saunders, Corporate Communications Manager Patrick O'Halloran and MEA SUM Dave McCowan.

Digital has donated equipment and software to the Australian National Twins Registry in Melbourne — the largest database of twins in the world, renowned internationally for its research efforts. ■

PATRICK WEST, NOW REGIONAL Export Compliance Manager, was a member of the District Management Team back in 1976. Pictured in May of that year from left to right (back row): Peter Watt (Software), Patrick (Education), John Weyling (Personnel), Wal Lamberth (CSS), Brian Goodey (F&A), (front row) Stuart Morrison (FS), Max Burnet (General Manager and Sales) and Robin Frith (Marketing).

Old-Fashioned Service

I feel it is appropriate to pass on to you my appreciation for the efforts of two of your staff who assisted in the installation of our equipment at Villawood and Penrith.

Anthony Watts and Ted Cogger showed what, I thought, had been lost in the computer industry, that is, a commitment to the customer and to the company that they work for. It was very encouraging to see people who were concerned about the job they were undertaking rather than the amount of time being spent and the irregular time involved.

I look forward to working with your group in the future and with those two staff members in particular.

Des Kennedy
Computer and Communications Manager
NRMA
Addressed to SNL CS Service Delivery Manager Nitin Trivedi. Anthony and Ted are SNL CS Engineers.

■ Tribute to Gang of Four

I'd like to express my thanks for the efficient and professional way your people have handled themselves in relation to Squire Computers' conversion of Pro-C to the VAX environment. Of particular credit to your corporation were Fred King, Scott Hamilton, Bill Le Blanc and Oliver Dimitrovski.

Their high level of knowledge, skill and commitment were invaluable in enabling us to complete this project ahead of schedule.

Richard Squire
Managing Director
Squire Computers
Addressed to Subsidiary Manager Frank Wroe. Fred is Export Development Manager, Scott is an STL SWS Specialist, Bill is an ADO SWS Specialist and Oliver is an SNO SWS Project Specialist.

■ Margaret's A Live Wire

The Electricity Commission of NSW commenced an Office Automation project during February 1989 which involved support from Digital.

Some of Digital's support was provided through Margaret Brady, initially as a consultant to assist the Technical Support and Tailoring sub-projects. Margaret's services were then extended by the Commission to be used for the Office Review and Post Office Review sub-projects as well as backup project leader.

Margaret's broad set of skills have been invaluable during her period with us. Her experience with interpersonal skills as well as technical experience allowed her to perform all the roles in a capable and extremely professional manner.

It is unusual to find someone with this skill set and we feel that Margaret deserves special recognition for her efforts. Margaret is very enthusiastic and was very willing to put in extra time and actively sought out other experienced Digital staff where necessary.

Margaret's active customer orientation was a refreshing feature of her key contribution in making the support from Digital a success to the project.

SR Graham
Electricity Commision of NSW
Addressed to SNM SWS Manager Geof Robinson. Margaret is a SWS Specialist at SNM. ■

Digitalking About Sport

Once again our intrepid runners at CCO (Christchurch) entered a team in the annual Fay Richwhite/NCR Corporate triathlon in New Zealand, held in February.

Last year, with CCO full of fit triathlon fanatics, the office was able to field two teams of three people from a workforce of only 25. The daredevil 'Demon Digits' team won second place overall and were outright winners of the computer company section.

This year, unfortunately, due to injury from Karate and the Coast to Coast race, just one team entered in the Corporate Mens category.

Calling themselves the 'Dynamic Digits', the team was led by surviving Demon Digit, CCO Sales Manager Robin Elvery and included Application Development Centre Manager Jeff Wilkinson and SWS Specialist Gerard Harris.

The course was at Scarborough Beach and consisted of a 500m swim in the ocean followed by a 18km bike ride, then a 5km run. Each team member did all three disciplines and then handed over to the next person.

The Dynamic Digits were off to a flying start thanks to Robin who did a creditable time of 58 minutes. With over 200 swimmers

DYNAMIC DIGIT GERARD HARRIS.

all trying to squeeze past the buoy at the same time, however, it seems desperate measures were called for and Robin did leave a few bruised and battered swimmers in his wake.

Jeff kept up the pace by relying on his ability during the run section of the triathlon. By his own admission, swimming is not one of his greatest strengths, and when asked what training he had done in preparation, Jeff answered, "I did the swim last year."

Gerard then brought the team home with an overall time of 3 hours, 29 minutes and 15th placing in the Corporate Mens category.

CCO is looking forward to next year's event in the hope that the two-team strength will be back in action. ■

Inside

And the Winners Are ...

Congratulations and hearty eating to the winners of our previous two competitions: NZO Software Consultant Cherry Vanderbeke won the Digi-Challenge by successfully sliding in and out of the tangled tube, and CAO Secretary Debra Campbell won the 'Quick Quiz' contest.

The answers to the quiz were:

1. Patrick West; 2. Enterprise Integration Centre; 3. February 1926; 4. Marlboro, Massachusetts; 5. MUXserver 310; 6. International Standards Organisation; 7. 1500; 8. 1988; 9. four; 10. Eastman Kodak Company. Both Digits receive dinner on *Digitalk* to the value of $A100.

Digi-Choice

This issue's contest is a multiple choice quiz. For a chance at the usual spoils, simply make your educated choice by circling the correct answer and send your entry to SNO 10/1 by June 12, 1990. The winning entry, selected from all correct entries received, will earn its author a dinner for two to the value of $A100 —courtesy of *Digitalk*.

At the beginning of FY90, how many staff were there in our Hobart (TZO) office?
a) 14
b) 4
c) 8

Who has held the same position for the longest time in SPR?
a) Jolande Brothers
b) Albert Cuschieri
c) Max Burnet

In what year did Mike Andrews become Digital's first NZ employee and open a FS office in Wellington (WEO)?
a) 1973
b) 1969
c) 1970

How long has it been since the VT100 was announced?
a) 5 years
b) 8 years
c) 12 years

NAS stands for ...
a) Network Assistance Systems
b) Network Application Support
c) Network Architecture Set ■